

Views from the Top - Comments From the Director

I extend a warm Texas welcome to my fellow Information Operations warriors and practitioners, who defend the United States and the great nations of our allies, every day. I am honored to be a part of this great community of Information Operations (IO) professionals as much as I am honored to be recently selected as the Director of the Joint Information Operations Warfare Center, one of the IO community's premier centers of excellence. The JIOWC, through its various name changes, has been a home to me, and many other IO professionals, over the years. Having been chosen to lead such a reputable organization is the culmination of my individual service, and the direct result of the service of countless others, who have helped me along the way, preparing me for this new and exciting opportunity.

A common lesson we have all learned over the years, is that change is constant, and with new leadership comes even more change. As Sir Winston Churchill once said, "To improve is to change; to be perfect is to change often."

Here at the JIOWC, we are striving for perfection; this will require some major changes on our part. Our vision for the JIOWC is to be the "vanguard for the application of IO and Strategic Communication (SC) and ensure they are components for achieving US national security objectives." In order to reach this vision, we must continue to be on the front line developing IO and SC capabilities. We need you to continue to share your ideas with us, allowing us all to move forward to better support and advocate for IO and SC.

While we are all undergoing change, it is my mission and duty as the JIOWC Director, to maintain and refine our operational focus, while enhancing the valuable tools and processes the JIOWC provides to our customers. The JIOWC will continue to focus on, and perform tasks in support of the US Combatant Commands, our allied partners, and our higher headquarters at US Strategic Command, with true dedication and professionalism. My personal commitment is to lead the JIOWC in the noble task of supporting the IO warfighter in a way that will help achieve our national security objectives.

I realize management of the continuing changes in IO requires great ideas and creativity from our most valued assets: our professional cadre of people.

General George Patton stated, "War is an art and as such is not susceptible of explanation by fixed formula." We are at war; it is the creativity of the tremendous IO professionals that provides solutions that enhance more traditional warfighting capabilities. This issue of IO Sphere is aptly titled:

"Creativity." It is our goal, as US Strategic Command's institution for IO excellence and advocacy to stimulate the ideas of "IO Creativity" throughout the community. It is through creativity we will deal with the increased challenges and threats to our various organizations and nations.

Creativity in IO is essential. Without creativity, IO is irrelevant to our supported warfighters. They need us to apply our creativity in building new ideas and concepts, and then turn them into executable tasks.

This is not only true in the military arts, but in other professions practicing some form of Information Operations. The article, by

MAJ Norberto Menendez, on IO in counter insurgency warfare is a perfect example of IO making a difference with the use of creativity.

The piece, by COL Ken Blakely, on "Viral Marketing" and Psychological Operations in the era of "Youtube" highlights how technology is creating new challenges; these challenges



From the Director....continued

must be met by even more creative solutions. I challenge all IO professionals to think creatively (No status quo please!) to develop feasible and effective solutions to solve the tough and evolving IO issues.

In closing, I hope you enjoy this issue of IO Sphere. The IO Sphere is not simply the JIOWC's professional journal; it is the IO community's professional journal. I solicit and challenge each of you to help us perfect it. We, at the JIOWC, take the lead in the process of conducting our business and publishing the IO Sphere; we cannot do it alone -- the effort needs to be a collective one. We need your creative efforts in continuing to make our field of expertise relevant to the warfighter and of use to Commanders engaged in protecting our nations. As IO professionals, this is our charter and duty. I am proud and honored to be part of your team as the Director of the JIOWC.



Mark H. Johnson, SES
Director, JIOWC
Department of Defense

From the Editor

As the new editor of the IO Sphere, I want to share a few words with my fellow IO warriors and the readers of the IO Sphere. In many ways being selected to be the editor of the only Joint and Combined IO community's professional journal is a bit of a culmination for me personally as a professional. After many years as an operator in IO, I now have the opportunity to think and contemplate more as opposed to being in the process of doing. As your editor, I bring over 20 years experience in Psychological Operations and Information Operations to the task of continuing to ensure that IO Sphere is relevant and useful to the community. It is a job and position I take very seriously and it is an honor to have it. I feel a deep sense of obligation to make the IO Sphere work for all of us as a journal of which the entire IO community can be proud.

I view this journal as "Our Journal," and you can help me make it better for all of us. I have the task of putting it all together, editing it, getting it printed, getting it distributed to everyone in the community of interest, and journalistically covering important events in this great field of work and study called Information Operations. My headquarters at the Joint Information Operations Warfare Center (JIOWC) has the charter and mission to resource the publication of IO Sphere as part of doctrine development and advocacy of IO, but it is not the JIOWC journal. It is the community of interest journal for Information Operations and to be a success for everyone we need the participation of the entire community to the greatest extent possible. In that regard I ask for your help to make this journal the best it can be. Please do what you can to help. Helping me make this a great journal can come in many forms. Draft an article for publication, subscribe your office or organization for addition to the distribution list, submit a book review, or submit an article on the mission and contributions of your organization. If you are journalistically inclined, cover an important IO event or conference and submit an article or press release about the event. As your editor, I am flexible and will take all the help I can get.

Moving forward with IO Sphere is very important. This is the first full color issue and we will continue to print full color for future issues. In addition to going full color, there are plans to add new styles of content to include humor, book reviews, and editorial commentary. Suggestions on style and content are always welcome as well. I need you to help me to keep improving the journal for all of us. My outreach is to all of our IO community including US and allied, as well as, government and industry. Information


From the Editor....continued

Operations is a huge field of study and our work crosses all aspects of government, commerce, and society; the sky is the limit for IO Sphere.

In closing, I want to thank Mr. John Whisenhunt. John is my predecessor and for 3 years, he worked tirelessly to bring the IO Sphere from nothing to a journal that delivers great content to over 7,000 professionals every issue. We are all in his debt for his tremendous dedication to our Journal. Thank you John and I wish you the best of luck.



Henry (Keith) Howerton
Editor, IO Sphere



LTC(R) Henry (Keith) Howerton, an employee of Web Head Technologies Incorporated, is the editor of IO Sphere Journal. He is a retired US Army officer with 20 years of service and experience in IO as a uniformed officer and military analyst. His background includes support to all the various combatant commands and NATO allied nations with specific IO planning experience and accomplishments in numerous named campaigns and planing efforts. Mr. Howerton holds a BA in Police Administration, a MS in International Relations, and a MBA in Entrepreneurship and Marketing.

Joint OPSEC Support Center

Need help with your OPSEC program?

Program Management
Assistance (PMA)



OPSEC Survey and
Assessment Support



Exercise
Development



Planning Support



Purple Dragon
Newsletter



OPSEC Training

J10WC/JOSC
2 Hall Blvd, Ste 217
San Antonio, TX 78243-7074

JOSCStaff@j10wc.osis.gov
DSN: 969-5192
Comm: (210) 977-5192

**Please contact the Joint OPSEC Support
Center for all your OPSEC needs**

IO SPHERE

